

HC QUARTERLY ACCOUNTABILITY REPORT (QAR)

USDA QUARTERLY ACCOUNTABILITY REPORT (FY03 QTR 3)

Mission Area: Farm & Foreign Agricultural Services (FFAS)

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STATUS of Strategic Human Capital Management

Instructions: For each Human Capital Improvement Goal, please mark an "X" to report the general progress your agency has made relative to the established timelines of each action strategy.

In addition, please provide a brief narrative on the steps the agency expects to take toward making progress. If any, identify best practices, current or future challenges that may impede your progress, and potential solutions to overcome those challenges. The narrative you provide may be used to facilitate discussions at HCAT Team meetings, HC forums, HRLC meetings, etc. Best practices identified will be shared with other agencies via the HC Web site. OPM's *Human Capital Assessment and Accountability Framework* can be used as a reference.

1. Strategic Alignment and Human Capital Planning: Institute a practice of systematic human capital management that is aligned with the USDA and agency strategic plans, and integrated with budgets.

1.A.1.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Develop (i.e., either by developing a unique agency plan or adopting and modifying the Department's HC Plan) and begin implementing an HC Plan that includes a communications component. The agency plans should be developed by human resources (HR) in collaboration with agency leaders and managers and integrated with agency strategic plans to identify mission-critical and HC issues. **Timeline:** 2nd Qtr FY03 with ongoing activities; 4th Qtr FY03 first HC Plan due with a review to be conducted the 1st Qtr of each FY

STATUS: FFAS has fully adopted the USDA HCP for FY03-07. As part of the communication component, the QAR and Scorecard for the Mission Area and the three agencies were posted on the Human Resources intranet site during the third quarter along with the link to the USDA Human Capital Plan. In addition, each agency's Human Capital Councils have reviewed the HCP and the Accountability System. For example, FAS has identified the responsible person(s) to facilitate each of the QAR/Scorecard items, thus ensuring full implementation of the HCP.

1.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Align human capital plan elements with agency strategic plan/annual performance plans. **Timeline:** 1st Qtr FY03 start discussion with ongoing activities

STATUS: With the support of FSA, Business & Program Integration, Human Capital Management has a major presence in the FSA Strategic Plan and the FY 03, 04 & 05 Annual Performance Plans each with specific Performance Goals and Indicators, many of which are identified in the USDA HCP. From these plans, Human Resources sets forth mission-supporting Implementing Projects and include inputs (resources and funding) and outputs (performance indicators). RMA and FAS continue to be in the process of defining mission related HR initiatives. However, many of the HR Implementing Projects have been and will be developed to support the RMA and FAS missions.

1.A.3.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Set priorities for resources and funding in accordance with the agency human capital plan. **Timeline:** 3rd Qtr FY03, review 3rd Qtr of each FY

STATUS: With the direct alignment to the FSA Strategic and Annual Performance Plans, HR is positioned to integrate its budget to the resources and investments needed to accomplish the Implementing Projects in addition to the activity costs of traditional HR services. Furthermore, in utilizing the results of the preliminary Workforce Plans of each agency, Human Capital investments for FY05 Budget Year are under review.

1.A.4.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Participate in Departmentwide collaboration efforts by providing representatives for working groups and forums, and sharing best practices. **Timeline:** 1st Qtr FY03 with ongoing activities

STATUS: HR representatives have been provided for USDA HCP development and implementation. Current participation includes the Recruitment Plan, the Workforce Planning Guidance, the Succession Planning Guidance, and e-Training.

2. Workforce Planning and Deployment: Institute a Departmentwide practice of conducting workforce planning that enables the Department and our agencies to efficiently and effectively deploy the workforce, as well as prevent skills gaps.

2.A.1.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Agency leadership and human resources staff collaborate to conduct workforce planning using the Departmentwide model. **Timeline:** Begin effort in 3rd Qtr FY03; complete 4th Qtr FY03

STATUS: Human Resources completed its preliminary Workforce Analysis in all three agencies in the 3rd Quarter. Using a derivative of the USDA model, HR collaborated with the agencies' Deputy Administrators to identify skills gaps in Mission Critical Occupations (current and future) and to assess the 'bench-strength' of our future leaders. The initial results revealed skills gaps in 27 Mission Critical Occupations and continuity concerns for 24 Leadership Positions. This data is currently being incorporated into Recruitment Plans, Diversity Plans, Training & Development Programs and Retention Plans; and will be used to drive HR Implementing Projects over the next few years.

2.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Develop and implement workforce restructuring plans, with program manager involvement, that incorporates competitive sourcing solutions and resource savings related to e-Government efficiencies. **Timeline:** 4th Qtr FY02 with ongoing activities to be completed in 1st Qtr FY07

STATUS: FSA continues to be actively engaged with RD and NRCS in the USDA Restructuring Plan involving six Administrative Convergence initiatives and the streamlining of 200 additional county offices. FSA DAM continues with the A-76/Competitive Sourcing process to meet its' goals. FSA HR continues to play a role in the e-learning initiatives of the USDA. RMA and FAS continue to review their organizational structures to identify further opportunities for improvement

2.A.3.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Provide updates to the Department on restructuring plans. **Timeline:** Begin 4th Qtr FY02, reporting in 1st Qtr FY03, activities to be completed 1st Qtr FY07

STATUS: Restructuring updates have not been requested from the Department in the 3rd Quarter.

3. Accountability System: Ensure USDA human resource programs are strategically aligned, effective, efficient, and in compliance with applicable laws and regulations (e.g., Veteran's Preference Act, Equal Employment Opportunity (EEO), Merit System Principles) and the PMA using a Departmentwide accountability system.

3.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Participate in the development of USDA's HRM Accountability Program. **Timeline:** Begin 4th Qtr FY02, completion 1st Qtr FY03

STATUS: FFAS continues to provide a representative in the application of the USDA HCP companion document, the Accountability System Plan. A review of this plan is scheduled in the 4th Quarter.

3.A.2.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Systematically evaluate agency programs using processes, tools, and schedules contained in the USDA Accountability Program. **Timeline:** 2nd Qtr FY03 with ongoing activities

STATUS: FFAS has completed the Quarterly Activity Reports and associated Scorecard according to the USDA HCP; and will be communicated through agencies' human capital councils and the intranet.

3.A.3.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Provide quarterly reports via the HC Plan reporting system on progress toward USDA Accountability Program goals and actions (once the reporting system is developed). **Timeline:** 4th Qtr FY02 with ongoing activities

STATUS: FFAS has submitted the Quarterly Activity Reports and associated Scorecards according to the USDA HCP.

4. Talent Management: Align recruitment and retention strategies with workforce planning efforts to enhance the effectiveness of these efforts and close critical position and competency gaps.

4.A.1.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Develop and align agency-specific recruitment and retention plans with workforce planning and deployment plans; focus on mission-critical positions as well as existing and projected competency gaps. **Timeline:** 4th Qtr FY03 with a review the 4th Qtr of each successive FY

STATUS: As a result of a preliminary Workforce Analysis in all three agencies in the 3rd Quarter, skills gaps in 27 Mission Critical Occupations and continuity concerns for 24 Leadership Positions were identified. This data is currently being incorporated into Recruitment Plans, Diversity Plans, Training & Development Programs and Retention Plans; and will be used to drive HR Implementing Projects over the next few years.

4.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Train recruiters and supply the necessary materials to effectively represent the agency and USDA. **Timeline:** Began in FY02 with ongoing activities

STATUS: No change in 3rd Quarter. FSA HR distributes a "Make A Strategic Career Move" compact disc as part of its overall Recruitment Plan. FSA has instituted Recruitment Teams throughout the organization to assist in recruiting efforts and diversity recruiting. FAS provided recruitment competency training to members of the FAS Recruitment Committee and the Civil Rights Special Emphasis Program Managers who assist with recruitment outreach activities. In addition RMA is considering the development of Recruitment Teams concept to assist in recruiting efforts and diversity recruiting.

4.A.3.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Continue to explore and promote the use of HR flexibilities to recruit and retain employees and emphasize planning for their use in the budget cycle. **Timeline:** Began in FY02 with ongoing activities

STATUS: FSA, RMA and FAS strategically use available flexibilities to meet its recruitment and retention goals. An assessment of the use of flexibilities will be conducted in 4Q to determine specific actions.

4.A.4.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Increase the use of senior leaders and program managers in recruiting activities, especially those focused on meeting diversity goals and filling mission-critical and competency-gap positions (e.g., at the university level and PMI program). **Timeline:** 3rd Qtr FY03 with ongoing activities

STATUS: As a result of the Workforce Analysis completed in the 3rd Quarter, senior leaders have identified several recruiting activities to incorporate into the Recruitment and Diversity Plans. For example, HR and program managers will establish relationships with additional agricultural colleges to secure candidates whose skills will help close the skills gaps identified in the Workforce Analysis.

5. Leadership Development and Succession Planning: Ensure leadership continuity and development through workforce planning and analysis, and optimal use of available tools and resources throughout the Department, to better achieve mission requirements.

5.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Include the leadership function (i.e., managers, supervisors, and SES cadre) in the workforce planning and analysis process to identify agency-specific position and competency requirements. **Timeline:** 2nd Qtr FY03

STATUS: Human Resources completed its preliminary Workforce Analysis in all three agencies in the 3rd Quarter. Using a derivative of the USDA model, HR collaborated with the agencies' Deputy Administrators to identify skills gaps in Mission Critical Occupations (current and future) and to assess the 'bench-strength' of our future leaders. The initial results revealed skills gaps in 27 Mission Critical Occupations and continuity concerns for 24 Leadership Positions. This data is currently being incorporated into Recruitment Plans, Diversity Plans, Training & Development Programs and Retention Plans; and will be used to drive HR Implementing Projects over the next few years.

5.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Develop agency-specific succession plans using a Departmental framework and toolkit. **Timeline:** Begin 4th Qtr FY03, completion 1st Qtr FY04

STATUS: The Workforce Analysis completed in the 3rd Quarter has identified fundamental succession needs, especially in leadership positions. The Training Plan is under development to include a progressive Leadership Development Program to ensure leadership continuity. The Succession Planning Guidance offered by the Department is under review.

6. Knowledge Management and Employee Development: Ensure that the USDA captures and shares knowledge, and develops employee competence to better perform the Department's mission.

6.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Actively participate in the USDSA eGovernment content/knowledge management effort, and implement Department's knowledge management strategy when complete. **Timeline:** 2nd Qtr FY03

STATUS: FFAS has a representative on the USDA E-Learning initiative where knowledge management is under consideration.

6.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Develop and/or implement a training strategy linked to workforce planning and deployment efforts that addresses standards for technology investments. **Timeline:** 4th Qtr FY03

STATUS: As a result of the Workforce Analysis completed in the 3rd Quarter, the Training Plan is under development to include a progressive Leadership Development Program that ensures leadership continuity. In addition, skills gaps in the Mission Critical Occupations will be addressed, in part, by enhancing existing programs and developing new ones. An FFAS representative on the USDA E-Learning team will coordinate IT investments where applicable.

6.A.3.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Participate in and support implementation of the ongoing eGovernment enterprisewide efforts to establish a learning management system; implement the Department's Learning Management System (LMS) when available. **Timeline:** Began in FY02 with ongoing activities

STATUS: FFAS has a representative on the USDA e-Government initiative.

6.A.4.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Assess the impact of agency training strategies on closing competency gaps and meeting business goals. **Timeline:** Begin in 4th Qtr FY04, with ongoing activities

STATUS: Skills gaps of Mission Critical Occupations and continuity concerns for Leadership Positions have been identified as a result of the FY03 Workforce Analysis. The formulae to determine and measure progress regarding Skills Gap Rate and Leadership Pool Ratio are in development.

7. Performance Management: Ensure the performance appraisal system is aligned with Departmental / organization mission accomplishment and is linked to employee development and recognition programs, ultimately improving individual and organizational performance.

7.A.1.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Link the performance management system (including performance appraisal, awards and recognition, and developmental needs) with organizational mission accomplishment for all employees starting with managers. When the linkage is established, educate and/or communicate to employees about the linkage. **Timeline: Begin 4th Qtr FY03, completion 1st Qtr FY04 with ongoing activities**

STATUS: FFAS implemented the revised SES Performance Appraisal System. All FSA SES position incumbents are in the process of developing specific Performance Goals and Indicators that are directly linked to the FSA Strategic Plan. RMA and FAS SES position incumbents are reviewing their specific strategic plans. This effort is in support of the Department's OBPA initiative.

7.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Work with OHRM to assess the effectiveness of the agency performance management system (including performance appraisal, awards and recognition programs, and related development strategies), and ensure the system addresses performance distinctions. **Timeline: Begin 4th Qtr FY03, completion 2nd Qtr FY04**

STATUS: No change in 3rd Quarter. FFAS has one of its priority FY03 Implementing Projects to address the effectiveness of the Pass/Fail Performance Management System.

8. Diversity Management, Equal Employment Opportunity, and Civil Rights: Ensure a diverse workforce with the necessary skills to accomplish the USDA mission and strategic goals.

8.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Ensure that diversity, civil rights, and EEO are properly aligned with and incorporated, as appropriate, into all strategic planning initiatives and annual performance plans. **Timeline: 1st Qtr FY04**

STATUS: RMA, FAS and FSA OCR has a major presence in the FSA Strategic Plan and the FY03 Annual Performance Plan with appropriate Performance Goals and Indicators. The FFAS Recruitment Plan development includes input from the agencies' OCR.

8.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Incorporate diversity targets in workforce planning; continue to focus on attracting, hiring, developing, and advancing applicants and employees who are members of under-represented and socially disadvantaged groups. Ensure compliance with civil rights and EEO laws, merit systems principles, veteran's preference, and prohibited personnel practices. **Timeline: 1st Qtr FY04**

STATUS: No change in 3rd Quarter. Diversity targets have been identified by OCR and included by FSA HR as a Performance Indicator to one of the FSA HR FY03 Implementing Projects, e.g., Develop mission area Diversity Plan/Strategy. In the development of the Workforce Plan, Recruitment Plan and Diversity Plan, appropriate data is assessed routinely as are the compliance factors.

8.A.3.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Participate in Departmentwide information collection and sharing to facilitate compiling and disclosing data used in assessing compliance with civil rights, EEO, and related reporting requirements. **Timeline: 2nd Qtr FY03**

STATUS: FFAS participates fully in Departmentwide information collection and data sharing as required. For example, Department-provided RCLF/CLF data is distributed to key leadership by HR on a routine basis to focus on the agencies' employee demographics, especially diversity.

9. Labor and Employee Relations and Conflict Management: Prevent and successfully resolve employee disputes and maintain effective working relationships with labor organizations.

9.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Incorporate basic Labor Management Relations (LMR) and labor contract administration training into new supervisor training or new labor contract orientation programs for supervisors and managers. **Timeline: Began in FY02, completion 1st Qtr FY05**

STATUS: HR provides LR training to new supervisors and provides as needed or as requested training to managers, i.e., HR orientation to new appointees. 'Changes to labor agreements' training is generally communicated by HR specialists to the individual manager.

9.A.2.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Establish an agency LMR strategy and plan that articulates program goals and actions the agency will take to address LMR issues and obligations that may arise in conjunction with agency program changes. **Timeline:** Began FY02, completion 1st Qtr FY04

STATUS: Material changes, if any, to the labor agreements relative to program changes are identified and communicated to management through HR.

9.A.3.0 ☐ Completed/Ongoing ☐ Progressing ☒ No Progress

Participate in the development of the standardized electronic dispute record system and its eventual implementation. **Timeline:** Begin 4th Qtr FY03, completion 3rd Qtr FY04

STATUS: The departmental project has not begun.

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3rd Quarter FY03 Report

1. Human Capital strategies are linked to agency mission and goals (agency sample plan will be identified).

With the support of FSA, Business & Program Integration, Human Capital Management has a major presence in the FSA Strategic Plan and the FY 03, 04 & 05 Annual Performance Plans each with specific Performance Goals and Indicators, many of which are identified in the USDA HCP. From these plans, Human Resources sets forth mission-supporting Implementing Projects and include inputs (resources and funding) and outputs (performance indicators). RMA and FAS continue to be in the process of defining mission related HR initiatives. However, many of the HR Implementing Projects have been and will be developed to support the RMA and FAS missions.

2. Organization is restructured as appropriate to provide optimal service at lowest cost and respond to changing business needs; strategies include redeployment, delayering, competitive sourcing, and E-Gov.

FSA continues to be actively engaged with RD and NRCS in the USDA Restructuring Plan involving six Administrative Convergence initiatives and the streamlining of 200 additional county offices. FSA DAM continues with the A-76/Competitive Sourcing process to meet its' goals. FSA HR continues to play a role in the e-learning initiatives of the USDA. RMA and FAS continue to review their organizational structures to identify further opportunities for improvement.

3. Continuity of leadership and knowledge is assured through succession planning and professional development.

Human Resources completed its preliminary Workforce Analysis in all three agencies in the 3rd Quarter. Using a derivative of the USDA model, HR collaborated with the agencies' Deputy Administrators to identify skills gaps in Mission Critical Occupations (current and future) and to assess the 'bench-strength' of our future leaders. The initial results revealed skills gaps in 27 Mission Critical Occupations and continuity concerns for 24 Leadership Positions. This data is currently being incorporated into Recruitment Plans, Diversity Plans, Training & Development Programs and Retention Plans; and will be used to drive HR Implementing Projects over the next few years.

The Workforce Analysis completed in the 3rd Quarter has identified fundamental succession needs, especially in leadership positions. The Training Plan is under development to include a progressive Leadership Development Program to ensure leadership continuity. The Succession Planning Guidance offered by the Department is under review.

As a result of the Workforce Analysis completed in the 3rd Quarter, the Training Plan is under development to include a progressive Leadership Development Program that ensures leadership continuity. In addition, skills gaps in the Mission Critical Occupations will be addressed, in part, by enhancing existing programs and developing new ones. An FFAS representative on the USDA E-Learning team will coordinate IT investments where applicable.

4. Performance appraisals for SES and managers link to agency mission and are cascaded appropriately throughout more than 60% of the agency.

FFAS implemented the revised SES Performance Appraisal System. All FSA SES position incumbents are in the process of developing specific Performance Goals and Indicators that are directly linked to the FSA Strategic Plan. RMA and FAS SES position incumbents are reviewing their specific strategic plans. This effort is in support of the Department's OBPA initiative.

5. Workforce is diverse, including mission critical occupations and leadership; agency consistently measures and works to sustain diversity.

RMA, FAS and FSA OCR have a major presence in the FSA Strategic Plan and the FY03 Annual Performance Plan with appropriate Performance Goals and Indicators. The FFAS Recruitment Plan development includes input from the agencies' OCR.

Diversity targets have been identified by OCR and included by FSA HR as a Performance Indicator to one of the FSA HR FY03 Implementing Projects, e.g., Develop mission area Diversity Plan/Strategy. In the development of the Workforce Plan, Recruitment Plan and Diversity Plan, appropriate data is assessed routinely as are the compliance factors.

6. Current and future skill gaps in mission critical occupations are identified and reduced.

Human Resources completed its preliminary Workforce Analysis in all three agencies in the 3rd Quarter. Using a derivative of the USDA model, HR collaborated with the agencies' Deputy Administrators to identify skills gaps in Mission Critical Occupations (current and future) and to assess the 'bench-strength' of our future leaders. The initial results revealed skills gaps in 27 Mission Critical Occupations and continuity concerns for 24 Leadership Positions. This data is currently being incorporated into Recruitment Plans, Diversity Plans, Training & Development Programs and Retention Plans; and will be used to drive HR Implementing Projects over the next few years.

7. Human Capital program is guided by measurable outcomes (examples will be identified).

FFAS has submitted the Quarterly Activity Reports and associated Scorecards (below) according to the USDA HCP.

USDA Mission Area - Farm & Foreign Agricultural Services		FY03 SCORECARD						
Human Capital Management		1st Q	2nd Q	3rd Q	4th Q	FY03 Agency Target (%)	HCP Plan Goal	Status
1. STRATEGIC ALIGNMENT & HUMAN CAPITAL PLANNING (Human Capital Management Standard; USDA Major Management Challenge)								
1a. Human Capital Strategies integrated into the Agency's 5 year Strategic Plan and/or Annual Performance Plans, (as evidenced in Agency SPAPP per GPRACMR Circular A-11, Part 6). (YES or NO) (Mission Critical) USDA Strategic Plan Measure			NO	NO		YES	YES FY03	Y
2. WORKFORCE PLANNING & DEVELOPMENT (Human Capital Management Standard)								
2a. Agency / Mission Area Workforce Plan developed and implemented, using the USDA endorsed model components. (YES or NO) USDA Strategic Plan Measure			NO	YES		YES	YES FY03	G
3. ACCOUNTABILITY SYSTEM (Human Capital Management Standard)								
3a. Number of USDA Human Capital Plan Improvement Goals the Agency / Mission Area shows progress as determined from Quarterly Accountability Report. (x of 9)			9	9		9	9 FY03	G
4. TALENT MANAGEMENT (Human Capital Management Standard; USDA Major Management Challenge)								
4a. Skills Gap Rate of Mission Critical Occupations (x = # MCOs) 5 year look ahead Skills Gap / 5 year look ahead requirements (Mission Critical) USDA Strategic Plan Measure and FY04 Annual Performance Plan Indicator			3.89**	3.89**		15%	1.34** FY03	Y
5. LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING (Human Capital Management Standard; USDA Major Management Challenge)								
5a. Retention Rate of employees in career GS-15 and SES positions. (100 minus separation % of career GS15 and SES) (Mission Critical)			n/a	n/a		90%	95.0** FY03	
5b. Leadership Pool Ratio. (# of employees, GS-14 and above, enrolled in or completed a management development program or SES/DCP compared to total career SES positions) (Mission Critical)			n/a	<1:1		n/a	3:1** FY03	Y
6. KNOWLEDGE MANAGEMENT & EMPLOYEE DEVELOPMENT (Human Capital Management Standard)								
6a. Federal Human Capital Survey (FHCS) results for Agency / Mission Area Knowledge Management questions (responses #15 through #33) at or above mean (50% Favorable responses)			n/a	57.7%		50%	50% FY03	G
6b. Number of Knowledge Management strategies developed and implemented and in use, (using the USDA endorsed KM Best Practices list). FY04 Annual Performance Plan Indicator			n/a	0		1	1 FY03	Y
7. PERFORMANCE MANAGEMENT (Human Capital Management Standard; USDA Major Management Challenge)								
7a. Federal Human Capital Survey (FHCS) results for Agency / Mission Area at or above mean (50% Favorable responses) (Mission Critical)			n/a	n/a		50%	50% FY03	
8. DIVERSITY MANAGEMENT, EQUAL EMPLOYMENT OPPORTUNITY, and CIVIL RIGHTS								
8a. Percentage of Agency / Mission Area Diversity Goals met or exceeded, as determined by EEO/OCR reports. USDA Strategic Plan Measure			60%	40%		60%	90% FY03	R
8b. Agency / Mission Area has active Diversity Outreach Strategies/Programs. (YES or NO)			YES	YES		YES	YES FY03	G
8c. Percent of Civil Rights employment complaints processed in <60 days. (Mission Critical) USDA Strategic Plan Measure and FY04 Annual Performance Plan Indicator: USDA Major Management Challenge			n/a	n/a		n/a	100% FY03	
9. LABOR & EMPLOYEE RELATIONS and CONFLICT MANAGEMENT								
9a. Federal Human Capital Survey (FHCS) results for Agency / Mission Area Leadership questions (responses #35 at or above mean (50% Favorable responses))			n/a	36.8%		50%	50% FY03	R
9b. Usage Rate of EEO and/or WORKPLACE ADR Program. (# employees who used ADR / 1000 employees each quarter). Note: There is no FY03 Target or HCP Goal; data are quarterly and annual cumulative rates to indicate usage.			n/a	n/a		n/a	5.00** FY03	
9c. Percentage of disputes resolved through USDA ADR EEO program. (#ADR cases resolved / #cases x 100)			n/a	n/a		n/a	90%** FY03	
9d. Unfair Labor Practices (ULP) Charges per Bargaining Unit Employee. (total ULP charges / total represented employees, permanent > 100)			0.00	0.00		0.00	.00** FY03	G
Notes: *Where Agency is noted, it includes the specific Agency, the DA Offices and/or the specific Mission Area. **Based on UH study; to be adjusted after baseline is determined. (1) Target must equal Agency's FY Annual Performance Plan Targets where Human Capital Management Performance Goals and Indicators are included in the Agency's Annual Performance Plan (per GPRACMR Circular A-11). n/a - data is under development, not available at this time, or the data has not been released, i.e., OIR								
		Status: G = GREEN, ON TARGET		Status: Y = YELLOW, RECOGNIZING CONCERNS, TARGET		Status: R = RED, NO PROGRESS, BEHIND TARGET		

8. Other progress on Human Capital.

- April 16, 2003 – FFAS hosted a Career Advancement Fair for Employees (C.A.F.E.)